

# **BUSINESS IN THE COMMUNITY: THE ROLE OF CORPORATIONS IN SUPPORTING COMMUNITY PHILANTHROPY IN BRAZIL**

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## **EXECUTIVE SUMMARY**

The role of business in the community is become an issue of greater importance in many countries. Around the globe, corporations are contributing increasing amounts of corporate resources to community activities.

In Brazil, a particular form of organizing community philanthropy – Community Philanthropy Organizations (CPOs) – can influence corporate philanthropy to greater local giving, facilitating a process where companies invest and actively engage in local development. CPOs are independent non-governmental nonprofit organizations designed to convene, connect, and facilitate collaboration across sectors, creating a culture of local philanthropy to bring about sustainable social change and local development.

CPOs can be appealing to Corporate Philanthropy because they:

- Offer broad knowledge and expertise on community issues and opportunities
- Promote and facilitate social support networks and intersectoral collaboration
- Are an autonomous and independent player in the community
- Offer accountability

Corporations are naturally inclined to give locally, where employees work and live and where the corporation runs its operations. In addition to contributing with cash and product donation, corporations can contribute with a vast array of resources that include: technology, human resources, technical expertise for capacity building. Another great input is that, by offering their support, prominent businesses contribute to increase CPOs visibility and credibility.

However, intersectoral business-nonprofit collaboration does not happen easily. One of the main reasons for that is that the nonprofit and business sectors are still stuck in their old stereotypical roles in which businesses are seeing as self-serving and therefore cannot be trusted to address social problems, while civil society organizations, lacking adequate resources, cannot be expected to solve them.

By embracing a broad and positive perspective on business' involvement, CPOs in Brazil can engage corporations in community philanthropy and access a wealth of resources that has long been beyond their reach. To achieve this, CPOs must develop strategic alliances with corporations, developing relationships with businesses that goes beyond donations and/or grants, and is able to tap into additional corporate resources including skills, abilities, and other assets that can be used to promote sustainable development.

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COMMUNITY PHILANTHROPY IN BRAZIL**

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## **Abstract**

The role of business in the community is become an issue of greater importance around the world. Utilizing the extensive resources of the corporate world, such as cash and product donations, volunteers, professional services, and technology, to strategically match social and community needs can create immense benefits for all parties involved. This paper examines how a particular form of organizing community philanthropy in Brazil – Community Philanthropy Organizations (CPOs) – offers an enormous opportunity for Corporate Philanthropy, facilitating a process where companies invest and actively engage in local communities, contributing to local development.

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## **Introduction**

Philanthropy has been present since the very beginning of Brazilian history. In addition to its long history of philanthropy, Brazil also benefits from a local culture of mutual aid and solidarity. Surveys on Brazilian philanthropy indicate that individuals and organized families give far more than businesses. However, this trend may change in the near future. The Corporate Social Responsibility movement is gaining force in Brazil and businesses are demonstrating increasing interest in corporate philanthropy.

Nevertheless, even within this favorable context, Brazil is still trying to find the best way for communities, individuals and businesses to carry out strategic philanthropy. Brazilian philanthropy has traditionally focused on charity, which basically seeks to ameliorate suffering and poverty. However, in a country with large segments of the population still living in poverty, fighting inequality and social exclusion are top priorities, and they require social change.

As donors and philanthropists move their attention away from traditional charity towards social change, their focus goes directly to the local level, to community philanthropy, where they can see concrete results of their contributions. Community philanthropy has great potential to attract donors because social change can be better measured and monitored in a specific community, restricted by geographic boundaries.

This paper examines how a particular form of organizing community philanthropy in Brazil – Community Philanthropy Organizations (CPOs) – offers an enormous opportunity for Corporate Philanthropy, facilitating a process where companies invest and actively engage in local communities, contributing to local development. Firstly, the paper will examine the traditional model of Community Foundations and

its application to community philanthropy in Brazil. Then, it will briefly look at why companies support nonprofits and social causes and what are some of the current trends in corporate philanthropy. Finally, the paper will explore how local CPOs can influence corporate philanthropy and draw recommendations for corporate-community philanthropy collaboration in Brazil.

## **Community Philanthropy**

Since the mid 1990s, the growth and strengthening of civil society along with the intensification of social problems has pushed Brazilian society towards strategic philanthropy, which in Brazil is also called, social investment. The emphasis is on bringing about social change, rooting out the causes of poverty and inequality, rather than supporting charitable services that maintain the status quo.

Community philanthropy is understood as “the practice of catalyzing and raising resources from a community on behalf of a community” (Bernholz, Fulton, and Kasper, 2005). In the United States, the growth of community philanthropy has led to the establishment of community foundations.

A community foundation is a nonprofit, independent organization created by and for local citizens to develop and strengthen their communities. This is usually achieved by facilitating philanthropy, providing leadership on issues of broad community concern, and building endowments from which they support community projects. Community foundations strengthen the glue that holds communities together by nurturing networks of support, facilitating tripartite (governmental, private, and civil society) collaboration, and promoting a sense of community connection.

The Community Foundations Model is attractive to the Brazilian context for two main reasons. Firstly, its focus on a specific geographical region have a great appeal to corporate and individual donors in Brazil because social change can be better detected and monitored at the local community level.

Another aspect of community foundations that is of particular relevance to Brazil is its contribution to promote citizen participation and community empowerment. The consolidation of democracy in Brazil during the 1990s was followed by an explosion in the numbers of new civil society organizations concerned with ideas and services to address social needs and strengthen local communities. This emerging nonprofit sector is still in development and has few private resources to support its growth and development. Community foundations play a crucial role in supporting the development of civil society, promoting participation and engagement at the local level, and bringing together the various civil society organizations, local governments and businesses.

The Community Foundation movement started in the United States in early 1900s and has since then been growing and spreading nationally and internationally. Community Foundations are mostly shaped by local culture, history and context; therefore there is not one single definition able to describe the various experiences of existing Community Foundations. Even so, notwithstanding the unique characteristics of each community foundation, there are a few fundamental principles that define and orient the work of all Community Foundations:

1. Community foundations are an independent and neutral party in the community, free from the control of governments, donors, or other organizations;
2. Community foundations are dedicated to improve the quality of life in a defined geographic area; and,
3. Community foundations act as catalysts, convenors, collaborators and facilitators to promote local asset development, local control and local decision-making<sup>1</sup>.

Based on these three fundamental characteristics, IDIS – the Institute for the Development of Social Investment – developed an alternative version of the

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<sup>1</sup> Suzanne L. Feurt and Eleanor Sacks, 2001

traditional Community Foundations model adapted to the Brazilian context. IDIS is a nonprofit organization dedicated to engaging communities, individuals and businesses in strategic philanthropy. Its mission is to promote and organize private social investment as an instrument to bring about social change for a more equitable and sustainable society.

Since 1999, IDIS has been supporting the development of community philanthropy in Brazil through the creation of local Community Philanthropy Organizations – CPOs. The major role of a CPO is to convene, connect, and facilitate collaboration across sectors, creating a culture of local philanthropy to bring about sustainable social change and local development. As such, CPOs identify the local stakeholders, bringing together local authorities, businesses and civil society organizations to not only discuss the community needs but also identify the pool of assets available within the community that could be used to promote local development.

The main difference between CPOs in Brazil and the traditional Community Foundation model is that CPOs are not grantmakers. Endowment building for a community foundation is a very difficult task in Brazil. First of all, the Brazilian legal and fiscal environment is not conducive to philanthropy. It lacks tax incentives for social investment. In addition, the culture of giving also is not supportive to endowment building as most donors like to designate funds to programs or projects that will have a direct impact on people's lives.

Nevertheless, like a Community Foundation, a CPO provides a link between the financial resources that exist within a community and the charitable needs of that community, but without the creation of a permanent fund for grantmaking. Like a community foundation, a CPO also plays an important role in following up local projects and initiatives, not only to provide support to the local nonprofits but also to identify synergies and results that could be reported to current and prospective donors.

A crucial feature of the CPO model is that it is flexible enough to accommodate local culture and needs. The donors retain responsibility for the quality of their giving, which is harmonious with their culture of giving, as Brazilian donors like to keep funds under their own control. However, there is a clear understanding that while donors keep control of their funds, the community has the decision-making power to identify the needs and monitor the results of projects.

This model offers a new paradigm for corporate community investment in Brazil. Rather than creating and branding its own social investment initiative, the company agrees to have the priorities and methodologies determined by the local community. At first, it is difficult for the private sector donors to accept this new approach. However, as they learn more about it they realize that it can be a true win-win situation, especially considering that CPOs bring to the table:

- Knowledge and expertise
  - The CPO has knowledge and expertise on the local community and therefore is in a good position to advise corporate donors on strategic philanthropy in the region, often identifying creative opportunities for businesses to contribute to local development.
  - The CPO is familiar with issues as they pertain to the community level and therefore is able to offer sound technical advice on course of action.
  
- Networking and facilitation
  - The CPO has relationships with local community leaders and knows the local resources that could be enlisted in a joint effort to benefit the community
  - As CPOs work in networks, they have the ability to spread efforts and replicate programs. And, most important to corporate donors, CPOs can have a “multiplier” effect on funding as they often are able to raise a variety of community assets and resources to match corporate funding.

- The CPO model involves intersectoral collaboration, bringing various stakeholders to the table. This process enables corporate donors to be not simply passive grant-makers, but rather active actors in the process of change.
- Neutral player
  - Autonomous and independent of control by others (governments, corporations, associations, individuals), a CPO has the flexibility to provide philanthropic leadership – focusing on what is good for the entire community – and work on a broad range of issues, including complex issues that corporations may not be prepared to deal with directly.
- Accountability
  - CPOs have ongoing relationship with local nonprofits and are able to provide for greater accountability level and programmatic effectiveness of philanthropic contributions.
  - As CPOs support long-term local initiatives, they are able to measure and report on results and impact achieved

## **Corporate Philanthropy**

Corporate philanthropy, or corporate giving, refers to the voluntary contributions corporations make to local, national and/or overseas communities, usually in partnership with nonprofit organizations. As it refers to actions that are not within the traditional endeavors of businesses many people are puzzled by why companies support nonprofits and community projects.

Most companies identify both societal and business reasons for giving. Research conducted by the Committee to Encourage Corporate Philanthropy (CECP)

<sup>2</sup>indicates that the two most often-mentioned benefits to society are: improved quality of life and capacity-building for the nonprofits. Robert Forrester, CECF board member adds: “The highest aspirations for corporate philanthropy should be to encourage and nurture the nonprofit and philanthropy communities. These sectors are key to producing the healthy, civil societies required for business competition to flourish” (Bennioff, 2006, pp xiv).

In addition to adding societal value, corporations acknowledge that there are real business benefits to engage in local philanthropy as well, including enhancing the company’s image and reputation, and the personal and professional development of those involved in giving programs. In some cases, philanthropy initiatives can result in the creation of new products and the penetration of new markets; and, finally, philanthropy initiatives help to build thriving communities. Thriving communities, in turn, are obviously good for business.

The most common resource that corporations donate is cash. However, corporations are increasingly realizing that strategic philanthropy is more than grant making and check writing, and it involves engaging a full array of corporate assets and resources to make a bigger contribution. This usually results in a combination of various types of contribution involving cash, in-kind, volunteerism, and pro-bono services. Incorporating both the needs of the community and also the skills and values of the donor corporation is a key element of corporate philanthropy. Corporate leaders are acknowledging that philanthropic activities that both create true value for the beneficiaries and enhance the company’s business performance are sustainable in the long run.

Strategic philanthropy works best because it allows companies not only to benefit society, but also to learn how to apply their core competencies in new areas, improve employee morale, stimulate customer demand, and enhance their

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<sup>2</sup> CECF is an international forum of business CEOs and Chairpersons pursuing a mission exclusively focused on corporate philanthropy. ([www.corporatephilanthropy.com](http://www.corporatephilanthropy.com))

attractiveness in the labor market, the authors write. In other words, strategic philanthropy strikes a balance between meeting the corporation's needs as well as those of the beneficiaries

In many regions of the world, large and small companies are increasingly becoming more involved in community giving. CECP, jointly with the Centre for Corporate Citizenship at Boston College, published the report *Adding it Up 2004: The Corporate Giving Standard*. The report is based on a survey on the current approaches, dollars, and costs associated with the giving programs of 72 primarily US-based companies.

Survey results show a total annual donation value of \$7.6 billion, with an average per company contribution of \$32.4 million annually. The vast majority of these contributions take the shape of direct cash donations, though non-cash items account for substantial proportions of the funds. Given the huge sums of money involved, as more and more resources flow from the private sector into the nonprofit sector each year, companies are becoming increasingly more sophisticated about why, where and how they give.

With regards to the intent of corporate giving, the 2004 survey classifies the original intent behind the gift it into one of the following three categories:

1. Charitable: Contribute to the community and expect little or no business benefit in return.
2. Strategic: Help the community and provide strategic benefit to the company; often involves long-term nonprofit partnerships.
3. Commercial: Receive business benefit; the community benefit is secondary.

According to CECP, charitable giving is often reactive or employee-driven. It includes matching gifts of employee contributions to nonprofits and general grants to nonprofits that serve community needs. Often these types of grants are reactive and smaller, and there is little expectation or follow-up to determine the outcomes

or impacts of these gifts. However, a more proactive management of these grants may lead to their having greater societal impact.

Strategic giving requires evaluation as the company expects to see impacts. Some companies prioritize community benefits while others seek a balanced “win-win” approach. While specifics vary, the call for greater strategic management directs companies to:

- Apply a strategic planning process to corporate giving, setting a clear vision, mission, goals, and objectives with action plans and performance measures.
- Streamline giving into a few specific issue areas in which the company wishes to make an impact.
- Focus on areas that align with the core competencies of the business.
- Focus on those areas that correlate societal challenges with business challenges. For example, an oil and gas company helping to explore sustainable sources of energy.
- Define in many instances, an approach of enlightened self-interest, in which the company sets out to support areas that balance community needs with business objectives. An example is to support public schools which provide a more educated workforce in the long term, and create a more attractive climate to recruit top staff in the short term.

Commercial gifts often play a role as part of the corporate marketing and business development strategy. In recent years, such approaches have included cause-related marketing, which is designed to increase sales by supporting a worthy cause. Companies also sponsor arts and charitable sports events as an element of image advertising, and charitable galas as a tool for building relationships that lead to business opportunities, among others.

Only one company indicated that its strategic contributions comprised 100% of giving and seven companies indicated charitable contributions as 100% of their giving. Removing these companies from the calculation reveals that companies are

still driven to give by charitable motivations as much as strategic ones. Among the remaining companies, proportions are: charitable, 42.2%; strategic, 39.8%; and commercial, 18.0%.

All three types of giving play a role in an effectively managed philanthropy program, but the last 10-15 years has marked an increasing emphasis on a strategic approach to corporate contributions. Between 2002 and 2003, for instance, charitable giving declined from nearly 60 percent to the low forties; and strategic giving rose 15 percent to basically 40%.

However, the rising focus on strategic giving has not yet translated fully into their programs and activities. Consequently, as companies continue to conduct their giving activities without a cohesive philanthropic strategy, they not only fail to achieve significant impact on society through their philanthropy but also miss opportunities to achieve strategic benefits for their own organization.

The scenario of corporate philanthropy in Brazil has similar trends. A recent study conducted in 2004 by IPEA (Institute of Applied Economic Research), based on national surveys of Brazilian corporations, indicates an increased engagement of 10% in the number of corporations doing some form of social action in their own communities: from 59% of the corporations in 2000 to 69% in 2004. In addition, 43% of the companies stated intention of increasing their corporate giving.

Charitable giving still prevails in Brazil as the main reason for corporations to engage in philanthropy; 57% of the companies interviewed in 2004 declared that their giving is motivated by humanitarian reasons. However, like in the US, interest in charitable giving is also declining in Brazil. In 2000, 76% of the corporations interviewed indicated humanitarian reasons as the main cause for their giving, compared to 57% in 2004.

As charitable giving declines, corporations demonstrate an increasing interest in focusing their corporate giving on a specific geographical. In the Brazilian 2004 survey, close to 40% of the companies interviewed indicated interest in giving to the local communities or regional geographic area where the businesses are placed.

This interest on focusing corporate giving locally, where employees work and live and/or where the corporation runs its operations is also observed in the US. In his study, Marquis suggests that local communities are especially important influences on corporate social action, for two primary reasons. "First, local understandings, norms, and rules can serve as touchstones for legitimating corporate social action... A second reason why local communities may be influential is more pragmatic: corporate social actions are commonly oriented toward the locales where the firms' executives reside". Marquis also reports that, "similar results emerge from Guthrie's (2003) study of 2,776 firms' giving behavior. Using data from 2001 and 2002, he found that 77% of giving across 50 communities stayed within the community and that 80% of corporations claim that their largest single donation was within their community" (Marquis, 2005, pp 7-8) .

As there are many reasons and ways for corporations to increasingly engage in strategy philanthropy, the list of possibilities and mechanisms for corporate giving is also extensive. Corporations have an important role to play in contributing to the development of a successful nonprofit sector in Brazil. Although cash contributions in form of grants and donations are very important, the contributions made by employee volunteerism have a great impact on building civil society. Companies tend to attract the most qualified and skilled individuals and making it possible for these individuals to give back to their communities results in a great contribution to a democratic society. In addition to assisting with specific local projects, corporations can provide management and strategy consulting to the CPO, strengthening its capacity and effectiveness.

Another great contribution to CPOs is that, by receiving the support of a prominent business, CPOs increase their visibility and credibility. In addition, by bringing more resources to the table, corporations offer a possibility for CPOs to take on larger, more ambitious social change projects.

A corporation can practice its philanthropy in various ways. For the purpose of this paper, the focus will be on the practices that are most relevant to CPOs.

- Cash Grants

A direct cash grant is the most common type of contribution companies make.

Cash awards to philanthropic organizations can take many forms:

- unrestricted, to be used for any purpose by the recipient organization;
- restricted, to be used for a specific purpose or program,
- capital grants, to support the construction, renovation or purchase of property or to support the building of an endowment.

In addition to these options, there are several techniques a business can use to increase the impact of giving while encouraging giving from other sources, including employees:

- employee matching gifts, where the company offers cash matches for employee gifts to charitable;
- dollars for doers, where the company makes cash grants to organizations where employees volunteer a certain amount of time;
- challenge grants, where the company makes a grant on the condition that the recipient raise funds from other sources as well.

- In-kind contributions

There are several ways to support causes and organizations in addition to cash grants, including products, supplies, property or excess inventory. It can also include services such as printing, Web site development, use of meeting rooms and access to in-house training programs. Companies have resources and expertise that often nonprofits lack therefore including non-cash giving options

enables to better meet community needs than can be met by cash giving alone. For example, the Asian tsunami relief efforts were seriously hampered by lack of logistic expertise rather than lack of cash. Most nonprofit organizations did not have access to software to track and trace flow of materials. Many companies that donated cash so generously to this cause might actually have made a better contribution by offering technology to support the process of delivering assistance.

- Employee Volunteering

Companies often employ the most skilled and best educated people of the community. They can contribute these resources on behalf of the community by sending their employees to work in community projects and by promoting personal volunteering of individual employees. Corporate volunteering programs vary from a one-day global volunteering campaign to a more involved program such as Timberland's "service sabbatical" program, where employees can take a three to six-month paid leave to lend their professional skills to a nonprofit organization.

- Cause Related Marketing

Cause-related marketing (CRM) is defined as the public association of a for-profit company with a nonprofit organization, intended to promote the company's product or service and to raise money for the nonprofit. Based on a concept of mutual benefit, CRM aligns marketing to the needs of the community to bring benefits to the cause and to the business. It provides the kind of boost the nonprofit sector and society need. An example is Avon's "Kiss Goodbye to Breast Cancer Campaign (KGBC)". In Brazil, Avon created the Avon Institute in March 2003, with a mission to promote the health and well being of women. This mission is brought to life by raising funds and awareness for the breast cancer cause. The Institute is responsible for investing the resources of the as well as promoting a series of activities in support of breast cancer early detection, with a focus on medically underserved women. The Avon Institute

receives 7% from the sales of Avon products and from the sales of specific Campaign products such as the KGBC lipstick and t-shirt. The Institute uses its funds to support breast cancer early detection projects.

### **Corporate-Community collaboration: challenges and opportunities**

The role of business in the community is become an issue of greater importance around the world. Governments and civil society expect companies to play a positive role in helping society solve its problems and corporations are more aware of the interdependency between their businesses and the communities in which they operate. There is shared acknowledgement that utilizing the extensive resources of the corporate world, such as cash and product donations, volunteers, professional services, and technology, to strategically match social and community needs can create immense benefits for all parties. Consequently, corporations are contributing increasing amounts of corporate resources to social development issues.

As we have examined in this paper, CPOs and businesses have a lot to offer to and gain from each other:

<b>What corporations gain from CPOs</b>	<b>What CPOs gain from corporations</b>
<ul style="list-style-type: none"> <li>• Knowledge and expertise</li> <li>• Networking and facilitation</li> <li>• Neutral player</li> <li>• Accountability</li> <li>• Multiplier effect on funding and on results</li> </ul>	<ul style="list-style-type: none"> <li>• Increased credibility and visibility</li> <li>• Access to a wealth of resources including cash, products, technology, office space, etc.</li> <li>• Engagement and commitment of highly skilled individuals</li> </ul>

However, although this situation presents great opportunities for CPOs in Brazil to engage the businesses in new and creative ways to contribute social development,

intersectorial business-nonprofit collaboration does not happen easily. One of the main reasons for that is that the nonprofit and business sectors are for the most part still stuck in their old stereotypical roles of working in opposition to each other.

According to Kramer (2006), “businesses are viewed as purely self-serving, pursuing profit in ways that are destructive to human culture, well-being, and the environment. Nonprofits are viewed as altruistic, charged with identifying and solving the world’s problems, and acting as public watchdogs to raise the alarm about the evils of business. Businesses have vast resources, an ability to get things done, and readily measurable results. Nonprofits are struggling for daily survival, work slowly on more complex problems, and do good works in ways that often cannot be measured.”

In short, given their harmful ways, businesses cannot be trusted to address social problems, while civil society organizations, lacking adequate resources, cannot be expected to solve them. Consequently, no side is in a position to devise full solutions. Civil society organizations have the will but lack the capacity, while businesses have the resources without the mandate.

Nevertheless, as corporations and CPOs realize that they have much to gain by working together and that substantially greater impact can be achieved if they engage in cross-sector partnerships, each side must leave behind old stereotypes and adopt a new posture. In addition to agreeing on a common vision of local needs and assets and of priorities for tackling local community issues, there are some aspects that each side should consider when engaging in intersectoral collaboration:

Companies	CPOs
<p><b>1. Pick the right issue.</b> Its corporate philanthropy must not only incorporate the needs of the community but also the core corporate competencies and values.</p> <p><b>2. Establish concrete goals</b> and report progress to shareholders</p> <p><b>3. Contribute the company's key assets.</b> The truly valuable assets that a company has – its products and services, skilled employees, industry expertise, global infrastructure, and its network of connections, credibility, and influence – can be powerful in solving local social problems.</p> <p><b>4. Work in cross-sector partnerships.</b> The most effective solutions to social problems are those that engage nonprofit, business, and government agencies in cross-sector partnerships where each sector concentrates on what it does best.</p>	<p><b>1. Create a list of potential corporate partners,</b> focusing on companies that have the resources to help solve the local problem.</p> <p><b>2. Help companies set goals.</b> CPOs have a deeper understanding of local problems, which and therefore can help companies devise more comprehensive strategies and set more ambitious and attainable goals.</p> <p><b>3. Ask companies for more than money,</b> understanding the full complement of resources that a company can bring to bear on solving a local social problem.</p> <p><b>4. Share the halo with business.</b> CPOs can look smart, creative, and efficient by tapping business capabilities, and companies can enhance their reputations by taking affirmative steps to solve social problems. It is a win-win situation.</p>

### Final remarks

Developing countries are increasingly realizing that interdependent relationships exist between economic growth, human development, social cohesion, environmental sustainability, and a stable and productive business environment. Consequently, the emerging strategic alliances between private, public, and civil society sectors demonstrate that, when combined, complimentary resources from each partner can make an important contribution to social development.

By embracing a broad and positive perspective on business' involvement, CPOs in Brazil can engage corporations in community philanthropy and access a wealth of

resources that has long been beyond their reach. Based on what O'Brien calls constructive engagement, CPOs should develop strategic alliances with corporations, developing a relationship with businesses that goes beyond donations and/or grants, and is able to tap into additional corporate resources including people with skills, materials, and other pertinent tangible or intangible assets that can be used to promote sustainable development. In this approach, both partners contribute resources necessary to carry out a set of activities that, when accomplished, will contribute to local development.

It is also important to note that engaging corporations in community philanthropy is not an approach that will fit the needs of all corporations and communities. Regional diversities are enormous and must be considered. In addition, each CPO should carefully look at the risks and also opportunities for corporate engagement. CPOs must be careful for instance not to accept a grant from a corporation to implement a community-based project if that same corporation's behavior is harming efforts to achieve sustainable development. In that sense, more discussion is needed regarding the ethics pertaining to the relationship between corporations and community philanthropy organizations. Keeping the fine line between philanthropy and businesses is a constant challenge for both partners involved.

Finally, from this study it is possible to draw a series of recommendations for strengthening corporate-community philanthropy collaboration in Brazil:

- translate this document into Portuguese and disseminate it in Brazil
- compile best practices of corporate philanthropy in Brazil, specially with a focus on a geographic community
- build capacity of CPOs and other nonprofits to influence and engage corporations in community philanthropy
- conduct series of discussions and disseminate information regarding ethic issues of corporate-community collaboration.

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